



Miami-Dade Water and Sewer Department

Departmental Quarterly Performance Report

**Reporting Period:
FY 03-04
Third Quarter**

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Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Third Quarter

MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status	Check all that apply
<p>Goal: Promote responsible stewardship of natural resources and unique community environments</p> <p>Outcome NU 3-1: Continuing supplies of quality drinking water to meet demand.</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase the number of acres of land purchased per year in Northwest Wellfield MDWASD has purchased 85 acres of state land during the third quarter of FY 03-04. • Average per capita water use per year Average per capita is calculated on an annual basis. Continue to implement the leak detection program. The Leak Detection Unit has identified 3,336,348,633 gallons lost during the 3rd Quarter of FY 04, bringing the total lost during the current fiscal year to 9,741,338,893 gallons. • Completion of the design of the Northwest Wellfield ASR This goal was completed before 03-31-04. In fact, the program is considerably beyond that activity, having already completed the next task which includes the request to the Department of Procurement Management (DPM) for the consultant selection. The program schedule is well ahead of the goals. The contractor selection is very advanced, and should occur well ahead of the September 2004 goal for that activity. • Complete procurement of a consultant for Phase 1 of an Integrated Water Resources Plan (IWRP) MDWASD has applied for a consolidated water use permit from the South Florida Water Management District. Additionally, WASAD has retained the services of CDM to develop an initial plan for long term water supply project. 	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Goal: Promote responsible stewardship of natural resources and unique community environments</p> <p>Outcome NU 3-2 : Restoration of County construction project site areas to original conditions in a timely manner.</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Percent of sites restored to original conditions within the average contract time Fifty percent of the sites were restored to original conditions within the average contract time. 	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>

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Goal: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and safe and clean water delivery system consistent with the Comprehensive Development Master Plan.

Outcome NU 6-2: Reduction in sewage overflows and provision of
Sewage systems to unconnected commercial Corridor
Protection of water quality and improved water pressure

Performance Measures:

- Prioritize water improvements.
Expect to complete consultant evaluation by September 2004.
- Percent of primary distribution system at least 35 lbs/psi.
One hundred per cent of primary distribution system tested at more than 35 lbs/psi
- Percent compliance with drinking water standards
One hundred per cent compliance as of 06/30/2004.
- Percent completion for awarding the implementation contract for EAMS system by Sept. 05
This is Phase I of a County wide project. WASD is working with other Departments in a 10 month engagement. The results will probably be available at the end of 2004.
- Develop implementation plan for the water and wastewater facilities master plans
A comprehensive capital expenditure implementation plan and schedule was completed in May 2004. The Plan is being currently revised based on the proposed FY 05 budget.
- Number of tasks completed to enhance the SCADA system of improved functionality
BCC approved contract extension for Bristol Babcock and Microwave Data Corp., for two additional years and approximately \$3.25M to complete the system installation. Bristol is completing the software upgrades to pump station RTUs for more real time reporting.
Plant Maintenance Division continues to install servers and RTUs at SDWWTP and at AOWTP to complete the capital installations.
WASD and Bristol continue to convert the existing Scada system from OS2 operation system to a Windows based operating system.
- Number of GIS layers created for engineering projects
Two layers exists: Pipelines and Device (Pump or plants). To date GIS has recorded 176 pipelines projects and 154 device projects in those layers.
- Pursue (P) adequate funding for water and wastewater projects
The Department continues to pursue adequate funding for water and wastewater projects
- Number of tasks maintained to reduce sewage overflows
Routine system cleaning; Accelerated cleaning cycle in area identified with repetitive blockages; Emergency response cleaning
- Number of tasks implemented to maintain 1 hour response time to sewage overflows.
On call personnel in three (3) different areas of the County to reduce overall emergency response time; Second shift in three (3) different areas of the County to expand normal working hours and provide first response trouble investigation; Reinforced written emergency response protocol in order to strengthen and prioritize all unscheduled maintenance activities.
- Number of tasks completed to provide customers with information on cost of connecting to the sewer system
A story regarding the cost of connecting to the County sewer system was published in The Pipeline, the customer quarterly newsletter that goes out to more than 400,000 homes in Miami-Dade County.

Strategic Plan
☒ **Business Plan**
☐ Budgeted Priorities
☐ Customer Service
☐ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
(Describe)

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<p>Goal: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and safe and clean water delivery system consistent with the Comprehensive Development Master Plan.</p> <p>Outcome NU 6-3: Improved public infrastructure level-of-service standards and policies.</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Number of industry meetings per year So far for FY 03-04, two meetings have been held. • Complete customer survey The customer survey has been completed • Develop an action plan based on the results of the customer survey The applicable Assistant Director Groups are evaluating the results of the customer survey and developing a plan of action. • Percent completion of evaluation of existing impact fee structure and implement if necessary Task order has been developed and it's anticipated to be issued in Sep. 04 • Propose revisions to the Department Rules and Regulations, based on the activities of the Infill Committee Meetings of the infill committee have continued. Language to amend Rules and Regulations was developed and submitted to the Board of County Commissioners for review and ultimate adoption. Scheduled for July GOE meeting and September BCC meeting. • Participate in Federal and State organizations and rule making processes Submitted comments to EPA on its following propositions: Long Term 2 Enhances Surface Water Treatment Rule. Stage 2 Disinfection Byproduct Rule. NPDES Permit Requirements for Municipal wastewater Treatment Discharges during wet weather conditions. Comprehensive Procurement Guideline V for procurement of products containing recovered material. 	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe</p>
<p>Goal: Create a more business-friendly environment in Miami-Dade County</p> <p>Outcome ED 4-1: Improved infrastructure and redevelopment to attract business to undeserved and distressed areas (priority outcome)</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Number of weeks for average turn around time for dry and final runs Of the 235 Dry runs processed, two hundred and nine, or 91%, were within 4 weeks. Of the 255 Final plans processed, one hundred and eighty eight, or 74%, were within 2 weeks. • Implement Water and Sewer needs assessment. Twenty seven meetings were held during the third quarter of FY 03-04, with MDWASD staff and Earth Tech, the program manager, 14 meetings with the design consultants and 5 other miscellaneous meetings. There was 1 meeting with Commission Districts 13 to discuss possible projects and coordinate with QNIP, CICC, PWD and Parks. The program manager and MDWASD continue to work on developing projects for Commission Districts 1, 2, 3, 4, 5, 6, 9, 10, 11, 12, and 13 	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe</p>

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Goal: Enable County departments and their service partners to deliver quality customer service

Outcome ES 1-1: Clearly defined performance expectations and standards (priority outcome)

Performance Measures:

- Average call wait time in minutes
Due to delay in implementing the monitoring equipment, the performance measure cannot be calculated at this time
- Improve special collections in million of dollars
From April 1, 2004 to June 30, 2004, the eleven different functions of the Collection Branch collected \$6,220,990.00. The total collected this Fiscal Year is \$19,897,971.57.
- Meter reading routes read within the scheduled reading window
From April 1st to June 30th 2004, one hundred per cent of the scheduled meter reading routes were read within the scheduled reading window.
- Percent of same-day response to orders for connects, disconnects and reconnects
From April 1st to June 30th 2004, one hundred per cent same-day response to orders for connects, disconnects and reconnects.
- Increase number of documents (as-builds and contracts) available on the network for internal customer use
MDWASD contracted with Identitech to perform a Business Process Review to determine how their EDMS (electronic document management system) could be deployed throughout MDWASD. The final report from Identitech was completed in April and identified several application areas where this technology would be beneficial. A project charter is being drafted with the guidance of the Assistant Director for Administration to outline how these projects will be managed, and membership in the Steering Committee is being identified. With the project charter and Steering Committee in place, implementation can begin.
- Increase the number of POWER/Efficiency projects to achieve operational savings.
This fiscal year, 17 new efficiency projects were added and projected savings for all efficiency projects amounted to \$ 4,986,682. The reported savings for period ending June 30, 2004, is \$1,672,243.
The Employee Suggestion Program was consolidated with the POWER Program in order to streamline the processing of suggestions and gain further efficiency.
- Complete development of performance measures for Memorandum Of Understanding for gain sharing
Performance measures and targets were developed in collaboration with OSBM for FY 03-04. A financial target based on the cost per thousands of gallons of water and wastewater was developed in collaboration with OSMB.
The MOU was approved by the Efficiency and Competition Commission on May 21, 2004 and by the Governmental Operations and Environment Committee on June 15, 2004.
The MOU is scheduled for the BCC on July 27, 2004.

Strategic Plan
☒ ***Business Plan***
Budgeted Priorities
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(Describe)

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<p>Goal: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion</p> <p>Outcome ES 3-1: Streamlined and responsive procurement process (priority outcome)</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Percent reduction of expired contracts <p>The MIS interactive database project, is completed MDWASD is still working with DPM, at 180 days out, to ensure contracts are in place. MDWASD is also securing temporary Bid Waivers, for time and money, for contracts channeled through Competition Advocates Office. The meeting with the in house staff is being postponed until summer vacations are over.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>Goal: Attract, develop and retain an effective, diverse and dedicated team of employees</p> <p>Outcome ES 5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem solving technology, etc. (priority outcome)</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Cumulative number of employees who have received training, through all training delivery methods <p>A total of 493 employees received training during the third quarter of FY 04, for a total of 2032 employees trained this Fiscal Year.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p>Goal: Plan construct and maintain well-designed MDWASD facilities in a timely manner to meet the needs of MDWASD (priority outcome)</p> <p>Outcome ES 6-1 thru ES 6-4 :</p> <ul style="list-style-type: none"> • Safe convenient and accessible facilities planned and built ready to meet needs • Facilities aesthetically pleasing to the community • Worker-friendly and worker-functional facilities • Well-maintained facilities <p>Performance Measures:</p> <ul style="list-style-type: none"> • Average percent completion of facilities projects (current construction, modifications, and upgrades) One percent (1%) of facilities projects completed this quarter. • Percent of facilities inspected to establish work to be done to meet all industry standards Zero per cent (0%) of the facilities were inspected this quarter. • Percentage of emergency calls responded within 24 hours and planned service calls within 8 days. Sixty per cent (60%) of emergency calls were responded within 24 hours. Fifty per cent (50%) of planned service calls were responded within 24 hours. 	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p>
<p>The Department will continue to implement of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010. Program improvements include upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p>Ongoing. As of June 30, 2004; 1,537 milestones have been completed. The updated wastewater facilities master plan approved by the BCC on July 22, 2003, expands the capital plan to the year 2020 to \$2 billion.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge, charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000)</p> <p>This agreement was sent on December 24, 2002 to NMB City Manager for signature to provide for subsidy to residents in UMSA served by the City of North Miami Beach and has not been signed. Modifications would be necessary to address the creation of City of Miami Gardens.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p>Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands. Improve water treatment process to satisfy new standards, and promote water conservation</p> <p>MDWASD developed a detail implementation plan for the combined Water and Wastewater Master Plans. The implementation plan was submitted to the County Manager.</p> <p>Consultants are developing Peak Flow treatment scenarios as the first step in the process to obtain Environmental Permits.</p> <p>Consultants are working on the schedule and initial planning for the implementation on the Consent Order for the SDWWTP.</p> <p>Critical force main projects such as the Doral and Country Walk projects continue to be designed and installed. Project NL-E ready for a notice to proceed with construction.</p> <p>Negotiation with the City of Miami continue for the selection of a site for Pump Station CP-A.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)</p> <p>Review of park projects is ongoing, with reduction or deletion of certain parks.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>The CIO issued a RFP in conjunction with Miami-Dade Aviation and Water and Sewer departments for a new enterprise resource planning (ERP) application.</p> <p>The County selected People Soft/Maximus. The technical team is now in the process of contract negotiations. WASD is participating in the negotiations.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Two horizontal survey crews and one vertical survey crew will be added to the Right-of-Way Division in FY 2003-04, and will be funded by reimbursements from Water and Sewer. These crews will maintain 130 WASD Control Points (Horizontal)</p> <p>The agreement was signed on May 28, 2004.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>

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<p>Continue to upgrade wastewater pump stations and transmission mains</p> <p>Through June 30, 2004, a total of 229 additional remedial action plans have been prepared and submitted to the USEPA, per the requirements of Paragraph 16(C)(x) in the First Partial Consent Decree (FPCD). During the last quarter, 2 additional remedial action plans were submitted and no additional remedial action plans, were certified to the USEPA. This keeps the total certified additional remedial action plans at 200 through June 30, 2004.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168th Street to 184th Street and from SW 97th Avenue to Bus way.</p> <p>On April 20, 2004, ET, Public Works and MDWASD attended meeting with Perrine-Cutler Ridge Council to review the cost breakdown of possible funding of the needed water and sewer improvements in the commercial/business corridor. Two special taxing districts were discussed "water and sewer". Public Works noted that the projected rates would be high. It was unclear if all the affected property owners would want to participate. The Project has been submitted for funding by the General Obligation Bond. If the project does not clear the G.O. Bond Committee, the funds available will be used to provide water improvements to the area. These improvements will need to be coordinated with the Miami-Dade County Planners that are working on planning and developing the area.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>Begin implementation of a new financial system</p> <p>A vendor has been selected for the RFP selection process, however, the implementation of the new financial system is still pending completion of the negotiation process and approval by the Board of Commissioners.</p> <p>It is anticipated that procurement of the system will be completed by October 2004.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow.</p> <p>Ongoing.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

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<p>Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants.</p> <p>Ongoing.</p>	<p> <input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe) </p>
<p>Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements, replacement of plant #2 return activated sludge line, and process improvements.</p> <p>Scopes of work for rehabilitation of digester mechanical/electrical equipment were developed. Repair of digester covers proceeded. Hydraulic evaluation of Plant 2 sludge transfer pumps was completed</p> <p>The generator footings are revised to show piles. Waiting for comment from Plant Maintenance to resubmit for permit.</p> <p>A consultant is being retained to complete a Biosolids Master Plan. Sludge holding tanks and upgrades to gravity thickeners will be evaluated in the Master Plan study.</p>	<p> <input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe) </p>
<p>Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP)</p> <p>The Water Facilities Master Plan has been updated to meet the projected demands to the year 2020. The Plan was approved by the BCC on July 22, 2003, and submitted to FDEP in December 2003 to request SRF low interest loans</p>	<p> <input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe) </p>
<p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab. will be provided by the Water and Sewer Department</p> <p>The second quarterly payment, in the amount of \$18,750.00 was made on May 6, 2004</p>	<p> <input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe) </p>

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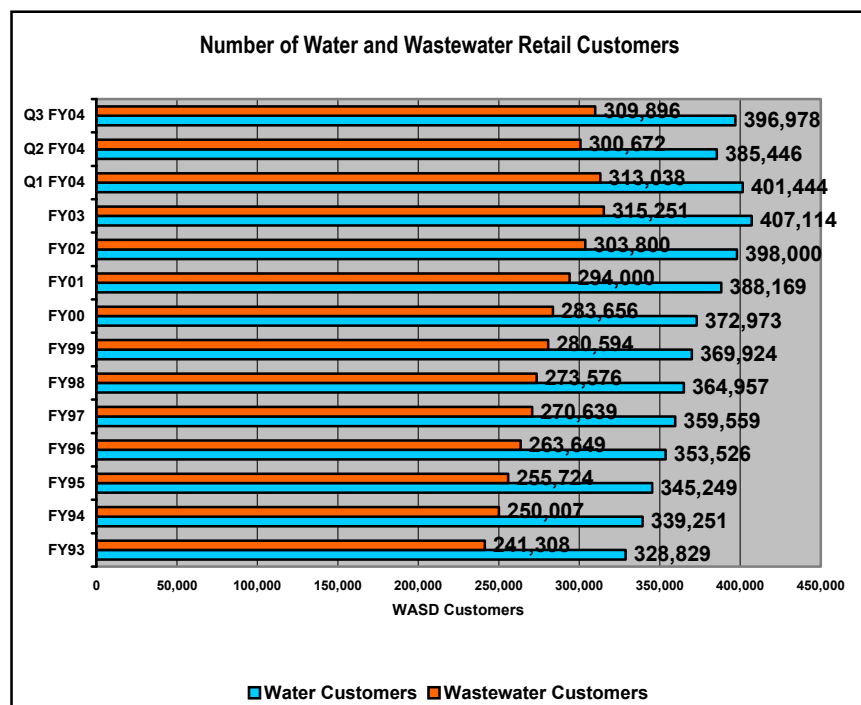
Department Name: Miami-Dade Water and Sewer Department

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<p>Funding for the sewer connection from NW 7th Avenue to 27th Avenue along 183rd Street (\$3 million)</p> <p>The construction is underway by FDOT's contractor, with inspection of sewer facilities being provided by MDWASD.</p> <p>Estimated project cost is approximately \$1.5 million.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>Funding for projects along NW 79th Street and along NW 27th Avenue from 54th Street to 135th Street will be obtained from grants and from the Water and Sewer Department</p> <p>Pending meeting with Commissioner Rolle, the project may be substituted, and monies used for alternative project.</p> <p>MDWASD expects to have this finalized by mid-August 2004.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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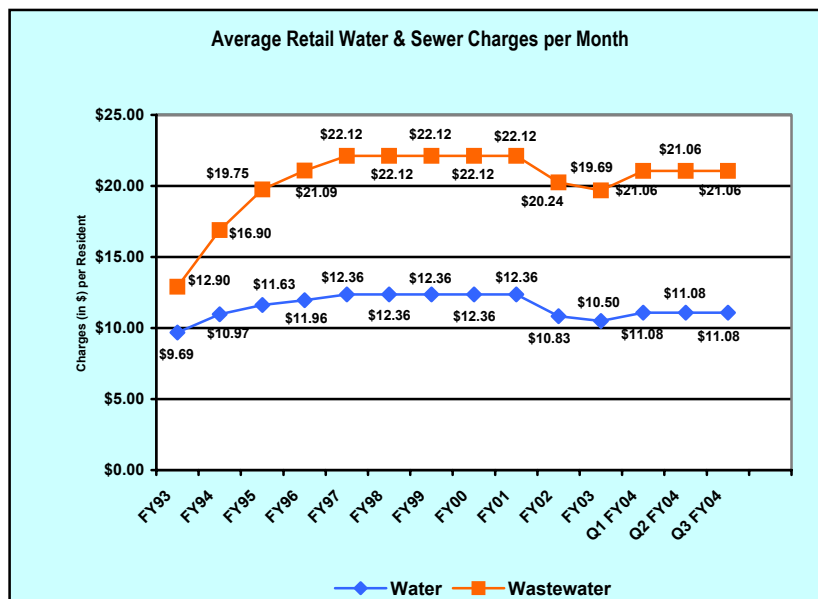
Number of water and sewer customers



☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
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☐ ECC Project
☒ Audit Response
☐ Other _____
 (Describe)

Department Workload Indicator

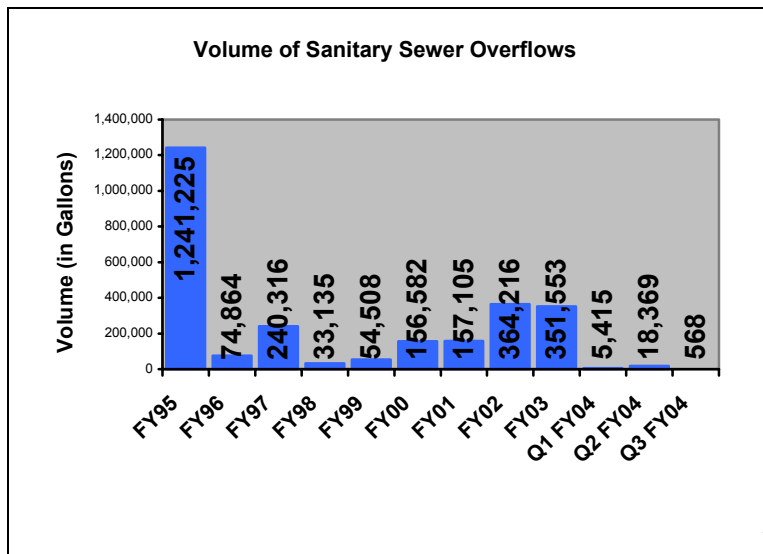
Average retail water and sewer charges per month



☐ Strategic Plan
☐ Business Plan
☒ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other _____
 (Describe)

Departmental Quarterly Performance Report
Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 03-04, Third Quarter

Performance Measure: Volume of Sanitary Sewer Overflows



NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to complex and interrelated conditions on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ Other _____
 (Describe)

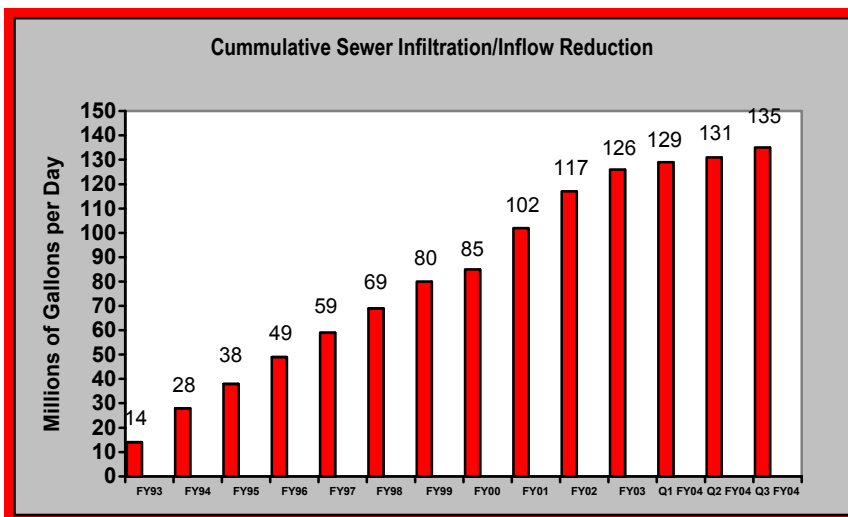
**Department
Performance
Measure**

Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Third Quarter

Performance Measure: Infiltration and Inflow reduction



Note The 1st and 2nd Quarters figures have been changed

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ **Other**
 (Describe)

**Department
Performance
Measure**

Efficiency Program – This Fiscal Year, 17 new efficiency projects were added and the projected savings for all efficiency projects amounted to \$4,986,682. The reported savings for period ending June 30, 2004, is \$1,672,243.

The Employee Suggestion Program was consolidated with the POWER Program in order to streamline the processing of suggestions and gain further efficiencies.

The Customer Service Process Improvement Team recommended that WASD create a Customer Service Recognition Program. “The Pebble Causing the Ripple Effect” is being piloted by the Customer Service Division.

The Energy Conservation PIT made a recommendation to the POWER Efficiency Committee

The Committee endorsed the concept and a follow-up implementation meeting was scheduled with the Deputy Director and PIT members.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other
 (Describe)

Memorandum of Understanding (MOU) ECC Report # 809 –

Performance measures and targets were developed in collaboration with OSBM for FY 03-04.

A financial target based on the cost per thousands of gallons of water and wastewater was developed in collaboration with OSMB.

The MOU was approved by the Efficiency and Competition Commission on May 21, 2004, and by the Governmental Operations and Environment Committee on June 15, 2004.

The MOU is scheduled for the BCC on July 27, 2004.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other
 (Describe)

Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Third Quarter

Financial Plan

On September 17, 2003, the Board of County Commissioners approved the County's FY 03-04 proposed budget which included a 6% overall revenue requirement increase for the Miami-Dade Water and Sewer Department. This equates to a 6.5% increase for the average 7,500 gallon combined water and wastewater residential customer's consumption, or an increase of \$1.95 per month.

☐ *Strategic Plan*
☐ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *Workforce Dev.*
☒ ***ECC Project***
☐ *Audit Response*
☐ *Other* _____
(Describe)

Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Third Quarter

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,368	2568	2,408	160	2,416	152	2,433	135		

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Security positions, customer service overages, other overages.

(0810) Administrative Officer 1	(5712) W&S Office Support Specialist 2
(5702) W&S Clerk 2	(5802) W&S Semi-Skilled Laborer
(5852) Treatment Plant Operator 1	(5940) New Business Representative SPA2
(0832-Overage) Senior professional Engineer	(1051-Overage)
(5719) W&S Secretary	(5904) Customer Service Supervisor 1

C. Turnover Issues

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2	(5861) Lime Production Plant Operator
(5574) W&S Service Technician Supervisor	(5904) Customer Service Supervisor 1
(5748) Customer Service Representative 1	(5940) New Business Representative
(5749) Customer Service Representative 2	(5972) W&S Plant Maintenance Supv.
(5853) Treatment Plant Operator 2	(5974) W&S Mech. Maintenance Supv.

D. Skill/Hiring Issues

- Salary levels for technical staff.
- County-wide hiring freeze since April 25, 2003.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

- 44 Agency Temporary Employees
- No Part-time employees

F. Other Issues

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief.
- Significant number of workforce will be retiring from the department in the next 3 years. Needs succession plan for entire department

Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 03-04, Third Quarter

FINANCIAL SUMMARY

	FY 2002-2003 Actual	FY 2003-2004						
		Total Annual Budget	Quarter 3		Year-To-Date			% of Annual Budget
			Budget	Actual	Budget	Actual	Variance	
Revenues								
Water Revenues	\$154,757,000	\$161,142,000	\$40,285,500	\$40,192,000	\$120,856,500	\$123,757,000	\$2,900,500	77%
Wastewater Revenues	\$207,345,000	\$203,797,000	\$50,949,250	\$53,096,000	\$152,847,750	\$157,016,000	\$4,168,250	77%
Non-Operating Revenues	\$33,213,000	\$11,548,000	\$2,887,000	\$2,966,000	\$8,661,000	\$9,209,000	\$548,000	80%
Transfers From Other Funds	\$54,445,000	\$23,665,000	\$5,916,250	\$0	\$17,748,750	\$0	(\$17,748,750)	0%
Cash Carryover Reserve	\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	N/A
Total Revenues	\$486,402,000	\$437,838,000	\$100,038,000	\$96,254,000	\$337,800,000	\$327,668,000	(\$10,132,000)	
Expenditures								
Water Production & Distribution	\$53,536,000	\$53,829,000	\$13,457,250	\$16,507,000	\$40,371,750	\$40,255,000	\$116,750	75%
Wastewater Collection & Treatment	\$90,531,000	\$89,054,000	\$22,263,500	\$23,522,000	\$66,790,500	\$68,585,000	(\$1,794,500)	77%
Engineering & Construction	\$10,593,000	\$9,121,000	\$2,280,250	\$2,690,000	\$6,840,750	\$8,096,000	(\$1,255,250)	89%
Finance/Customer Service	\$39,296,000	\$45,692,000	\$11,423,000	\$10,096,000	\$34,269,000	\$32,447,000	\$1,822,000	71%
Administrative/ Departmental Support	\$24,436,000	\$27,550,000	\$6,887,500	\$7,126,000	\$20,662,500	\$17,076,000	\$3,586,500	62%
Sub-Total Expenditures	\$218,392,000	\$225,246,000	\$56,311,500	\$59,941,000	\$168,934,500	\$166,459,000	\$2,475,500	74%
Non-Operating Expenditures								
Non-Operating Expenditures	\$0	\$1,920,000	\$480,000	\$167,000	\$1,440,000	\$3,699,000	(\$2,259,000)	193%
2003-04 Cash Req. Per Bond Ordinance	\$37,686,000	\$37,538,000	\$0	\$0	\$37,538,000	\$37,538,000	\$0	N/A
Sub-Total Non-Operating Expenditures	\$37,686,000	\$39,458,000	\$480,000	\$167,000	\$38,978,000	\$41,237,000	(\$2,259,000)	
Transfers To Other Funds								
Transfers To Debt Service	\$121,101,000	\$116,247,000	\$29,061,750	\$34,883,000	\$87,185,250	\$99,022,000	(\$11,836,750)	85%
Transfers To Capital	\$69,099,000	\$51,171,000	\$12,792,750	\$12,157,000	\$38,378,250	\$36,713,000	\$1,665,250	72%
Transfers To/(From) Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Operating Transfers To County General Fund	\$40,124,000	\$5,716,000	\$1,429,000	\$7,910,000	\$4,287,000	\$29,989,000	(\$25,702,000)	525%
Sub-Total Transfers To Other Funds	\$230,324,000	\$173,134,000	\$43,283,500	\$54,950,000	\$129,850,500	\$165,724,000	(\$35,873,500)	
Total Expenditures	\$486,402,000	\$437,838,000	\$100,075,000	\$115,058,000	\$337,763,000	\$373,420,000	(\$35,657,000)	
Revenues Less Expenditures	\$0	\$0	(\$37,000)	(\$18,804,000)	\$37,000	(\$45,752,000)		

Departmental Quarterly Performance Report
Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 03-04, Third Quarter

EQUITY IN POOLED CASH *

Fund	FY 2002-2003 Actual Fund Balance	Projected at Year-End as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$41,973,000	\$30,295,000	\$26,022,000	\$26,022,000	
General Reserve Fund	\$48,734,000	\$39,123,000	\$39,123,000	\$31,409,000	
Renewal & Replacement Fund	\$72,853,000	\$62,056,000	\$62,056,000	\$66,556,000	
Series 1994 Construction Fund	\$1,197,000	\$667,000	\$667,000	\$667,000	
Special Construction Fund	\$11,103,000	\$10,314,000	\$10,314,000	\$10,314,000	
Plant Expansion Fund	\$116,399,000	\$108,256,000	\$108,256,000	\$108,256,000	
Fire Hydrant Fund	\$4,978,000	\$4,675,000	\$4,675,000	\$4,675,000	
Series 1995 Construction Fund	\$54,444,000	\$47,161,000	\$47,161,000	\$47,161,000	
Series 1997 Construction Fund	\$156,945,000	\$116,894,000	\$116,894,000	\$116,894,000	
Series 1999 Construction Fund	\$113,234,000	\$107,009,000	\$107,009,000	\$107,009,000	
Total	\$621,860,000	\$526,450,000	\$522,177,000	\$518,963,000	\$0

* Projected Year-End Balances reflect fund balances; not cash balances.

Comments:

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

Budgeted Water and Wastewater Revenues are shown at 95% of amount reasonably anticipated.

FY 2003-2004 Operating Transfer is shown net of \$28,924,000 Transfer from General Reserve Fund. FY 2003-2004 Operating Transfer is \$34,640,000.

Footnotes for Financial Summary

- 1- Department Transfers from/to Other Funds do not occur until the fourth quarter of the fiscal year.
- 2- Variation of Non-Operating Expenditures primarily due to changes in non-cash items (payables, receivables and inventory).
- 3- Variation of Transfers to Debt Service due to prefunding of debt service.
- 4- Variation of Operating Transfers to County General Fund due to FY 2003-2004 Operating Transfer is shown net of \$28,924,000 Transfer from General Reserve Fund.

Departmental Quarterly Performance Report
Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 03-04, Third Quarter

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

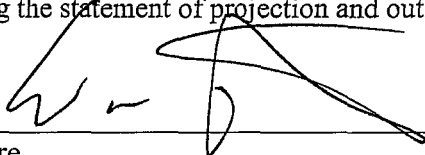
Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted total expenditures and available revenues)

As reflected in the footnotes, the negative variance for Transfers From Other Funds is because the transfers do not occur until the fourth quarter of the fiscal year. The negative variance for Operating Transfers To County General Fund is due to FY 2003-2004 being shown net of \$28,924,000 transfer from General Reserve Fund as required by OSMB. Therefore, the Financial Summary reflects a \$45,752,000 negative balance.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature
Department Director

Date 1 SEPT. 2004